

People and Teams (SWEN90016)

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Overview

- **Individuals and their motivation**
- **Teams and team dynamics**
- **Structuring Teams**

Motivation of Individuals

- **What motivates you?**
- **Organizational Psychology**
 - **Maslow and Hertzberg**

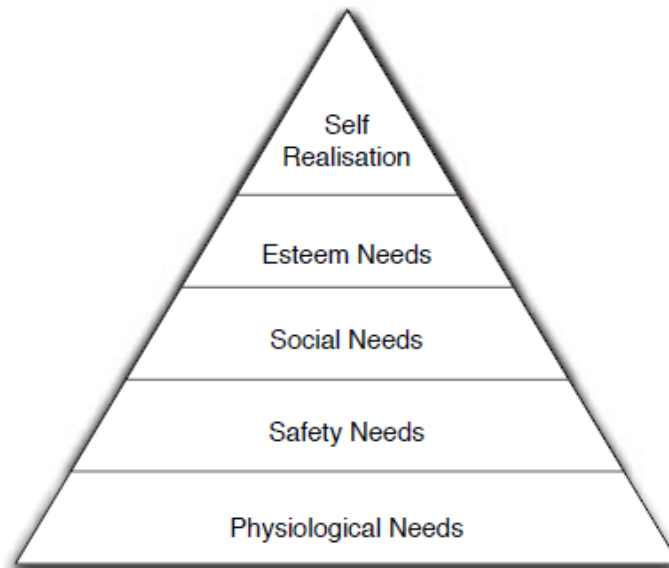


Figure 4.1: Maslow's hierarchy—A satisfied need is no longer a motivation.

How can leader motivate people?

- **Consider an time when you were not motivated to do a task.**
 - How did you get over that situation? What strategies did you use?
 - Did somebody help you to get motivated and if so how did they do it?

How can leader motivate people?

- **Influence and Power**
- **Have you been able to influence somebody- if so how?**
- **Have you every been influenced by somebody – if so how?**
- **Nine *influence* factors – work by Thamhain and Wilemon**
 - Authority
 - Assignment
 - Budget
 - Promotion
 - Money
 - Penalty
 - *Work challenges*
 - *Expertise*
 - Friendship

How can leader motivate people?

- **Leadership styles**

- Consider one or more leaders you have had in a past project, at work or in a student project
- What type of leadership style did they have?
- Did it work or not – if not why not?

- **Types of power**

- Coercive, legitimate, expert, reward, referent
- Did the leaders you know use power? Was it effective?

Improving Effectiveness

- **The Seven Habits of Highly Effective People - Stephen Covey**
 - Be proactive
 - Begin with the end in mind
 - Put first things first
 - Think win/win
 - Seek first to understand then to be understood
 - Synergise
 - Sharpen the axe

What is a 'Team'?

- A small group of people (2- 12 usually)
- Bring **complementary** skills & experience
- Committed to a **common purpose** or goal
- Committed to a **common approach**
- Mutual **accountability**



Why to people join/leave teams?

- **Security**
- **Task Complexity**
- **Social Interaction**
- **Physical Proximity**
- **Exchange**

Question

Think back to a great team you have worked in Uni or in a company!!

- What made the team work well?
- What were the problems encountered?
- What was it about the people in the team that made it good?
- How did individuals behave differently from other times you worked with them?

Team Roles

Roles Types

```
graph TD; RT[Roles Types] --> TR[Task Roles]; RT --> MR[Maintenance Roles]; RT --> DR[Destructive Roles];
```

Task Roles

Initiator

Information seeker

Information giver

Coordinator

Evaluator

Maintenance Roles

Encourager

Harmoniser

Standard setter

Follower

Group observer

Destructive Roles

Blocker

Recognition seeker

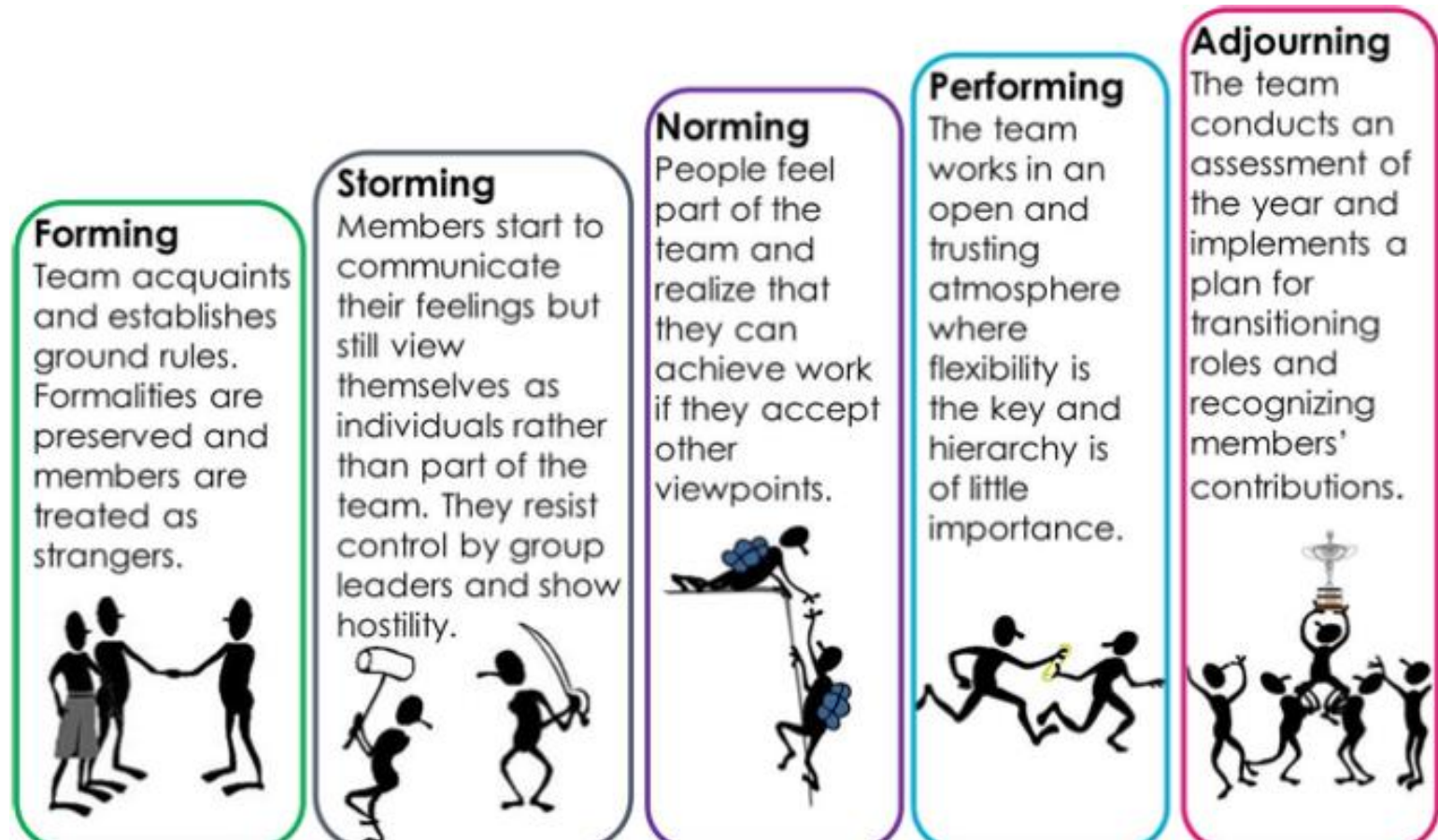
Dominator

Avoider

Free Rider

Lone Wolf

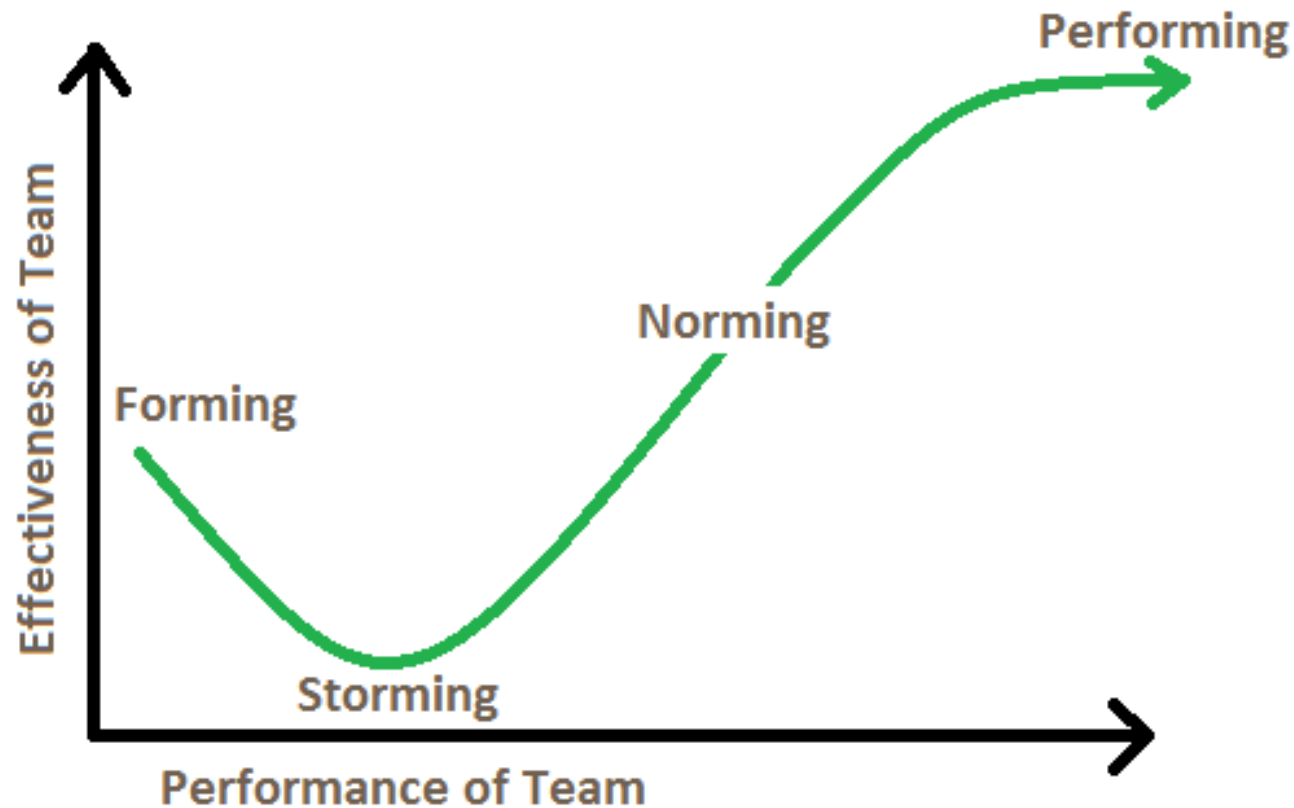
Phases of team development



<https://www.linkedin.com/pulse/forming-storming-norming-performing-adjourning-vishal-prajapati>

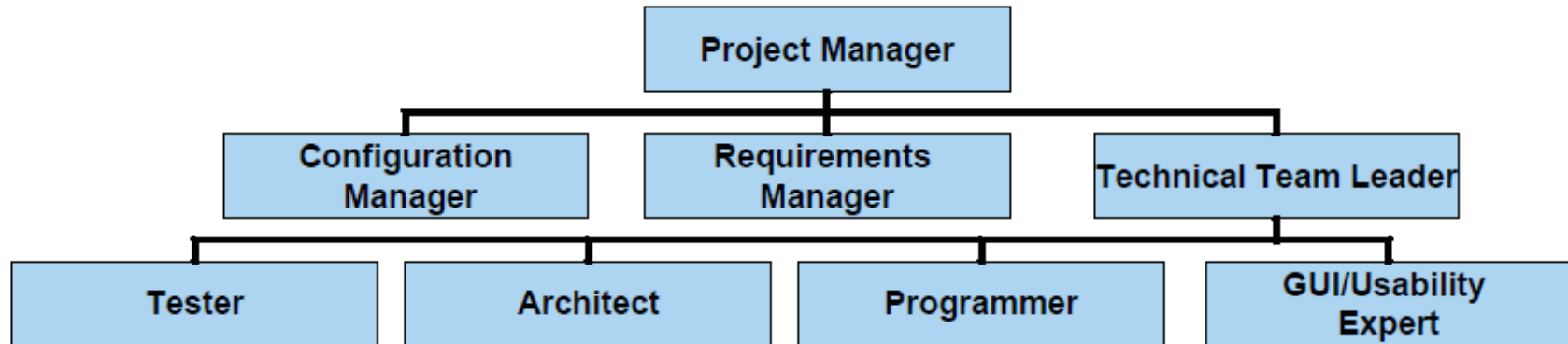
Phases of team development

Tuckman's Team & Group Development Model



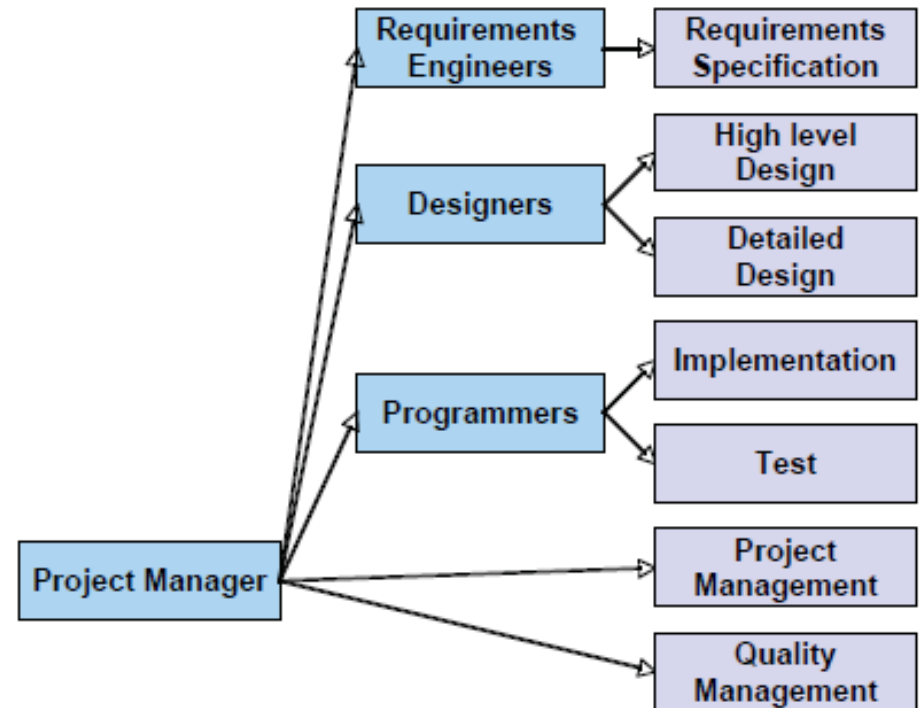
Team Structure and Organization

- **Controlled Centralised**
 - Hierarchical
 - Sub-team with leaders
 - Communication is vertical



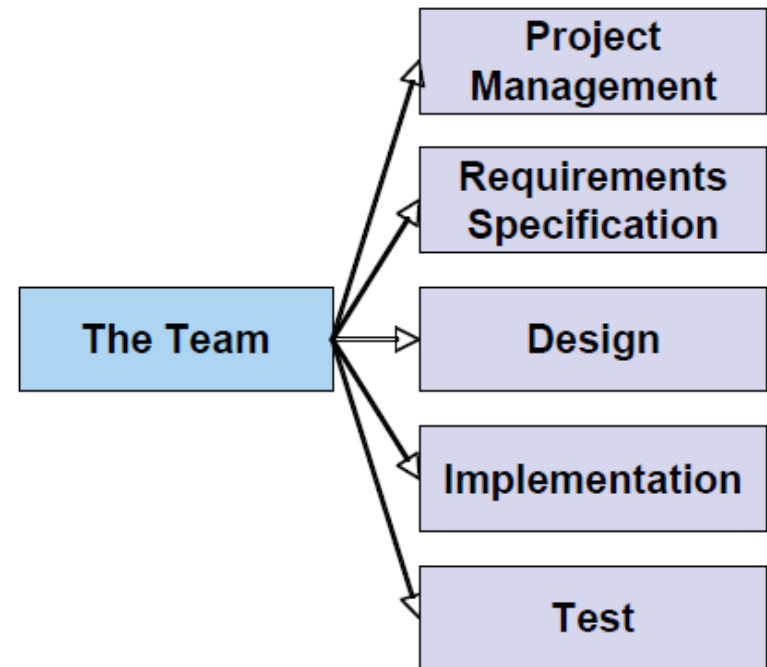
Team Structure and Organization

- **Controlled Decentralized**
 - Sub-teams with leaders
 - Encourages horizontal communication between team and individuals



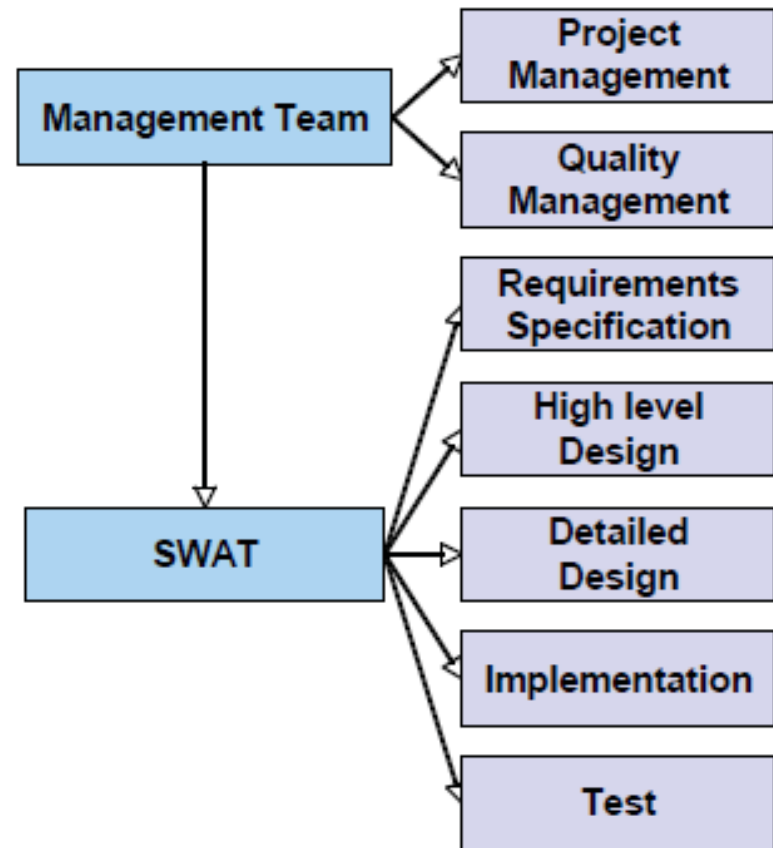
Team structure and organization

- **Democratic Decentralized**
 - No permanent leader
 - A coordinator is appointed for short durations
 - Requires a lot of horizontal communication



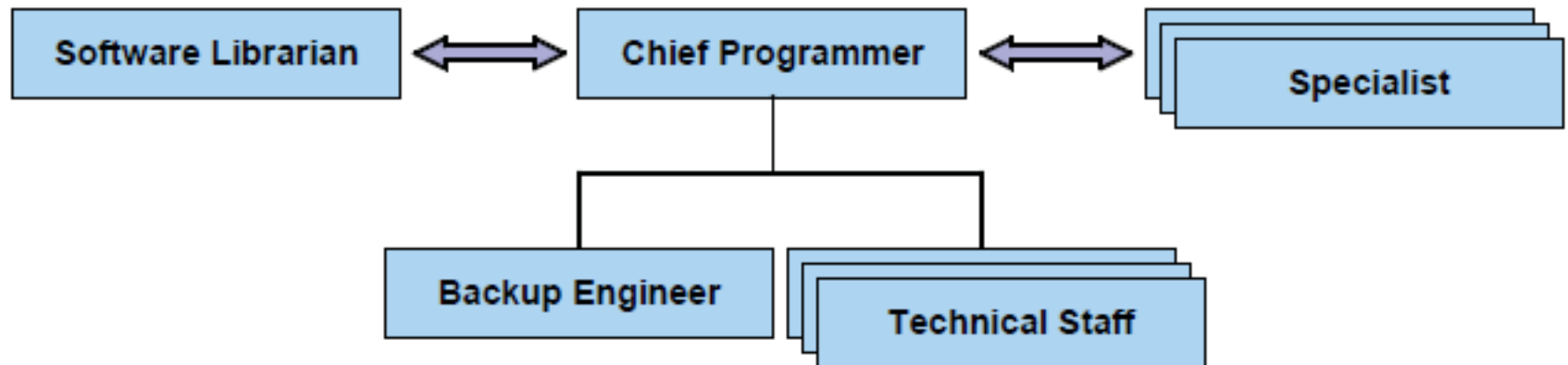
Team structure and organization

- **SWAT team**
 - A highly specialized team put together for a particular task – e.g. build a quick prototype



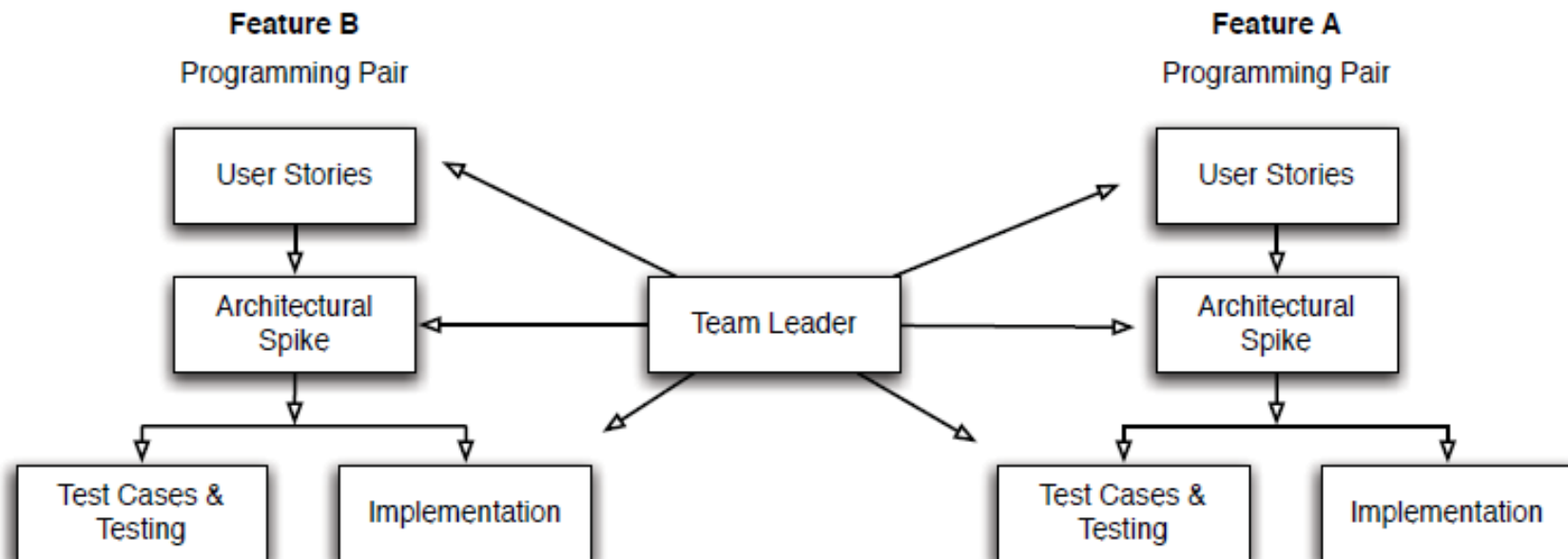
Team structure and organization

- **Chief Programmer Team**



Team structure and organization

- **XP Team**



Scrum Team

